



Office Locations:
 Altoona, Carlisle,
 Chambersburg,
 Lancaster, Lebanon,
 State College,
 Williamsport, York

MID-PENNSYLVANIA MANUFACTURING EXTENSION PARTNERSHIP

The Mid-Pennsylvania Manufacturing Extension Partnership consists of the MANTEC and Industrial Modernization Center (IMC). MANTEC serves the nine counties in South-Central Pennsylvania (Adams, Cumberland, Dauphin, Franklin, Fulton, Lancaster, Lebanon, Perry and York) while the IMC covers 12 counties which include Bedford, Blair, Centre, Clinton, Huntingdon, Juniata, Lycoming, Mifflin, Montour, Northumberland, Snyder & Union. MANTEC Contact: John W. Lloyd, 227 W. Market Street, P.O. Box 5046, York, PA 17405, (717) 843-5054, Fax: (717) 854-0087, Email: info@MANTEC.org, Website: <http://www.mantec.org/> IMC Contact: Jim Shillen, (570) 329-3200, Fax: (570) 329-1440, Email: info@imcpa.com, Website: <http://www.imcpa.com>

THE MANUFACTURING EXTENSION PARTNERSHIP IN PENNSYLVANIA

Manufacturing Extension Partnership (MEP) is a nationwide system of services and support for smaller manufacturers to become more globally competitive. At the heart of the system is a network of affiliated, locally-based manufacturing extension centers. Each center, like Mid-Pennsylvania MEP, is a partnership, typically involving federal, state, and local governments; industry; educational institutions; and other sources of expertise, information and funding support.

COMPANY CLIPS

Lean Practices Trim Inventory at the Bollman Hat Company

The Bollman Hat Company, established in 1868, manufactures a complete line of headwear. The main manufacturing facility is located in Adamstown, Pennsylvania. Bollman also maintains a manufacturing facility in San Angelo, Texas, and a 132,000 square-foot distribution facility in Denver, Pennsylvania, and employs less than 500 people. Increased competition from Asian producers and overcrowding at the distribution center created a critical situation that required either new construction or changes in target inventory levels. An inventory conducted over all product lines in three primary divisions revealed 74,198 pieces of excess stock. For help resolving its issues, the company turned to the Mid-Pennsylvania Manufacturing Extension Partnership (MPMEP). MPMEP is a partnership between two Pennsylvania Industrial Resource Centers: MANTEC and IMC.

MANTEC worked with outside consultants and empowered employee teams to help Bollman overcome its inventory issues. The team spent several months identifying issues and their root causes and finding ways for lean manufacturing concepts to apply to Bollman's situation. MANTEC studied Bollman's "Bailey" product line and its impact on the Distribution Center. Other Logical Improvement Teams (LITs) studied order processing, work-flow, and space issues. Thirty-eight employees received training in lean principles through MANTEC. Another six employees attended a similar course in change management. Most of the changes took place in the Ladies Millinery department, which experienced a reduction in batch size and floor-space requirements. These simple changes saved the company \$100,000 in costs on this line alone.

Continued

STATE STATS

DATA* COVERS JANUARY TO DECEMBER 2001

Number of projects completed
with firms
292

Number of firms served
210

Number of firms served for
the first time
141

Federal cost share for current
operating year
\$1,030,000

State/other cost share for current
operating year
\$2,060,000

**Data as reported from center*

DATA** COVERS JANUARY TO DECEMBER 2001

Increased sales & retained sales
\$98,321,020

Client capital investment
\$23,795,296

Total cost savings
\$12,453,356

Jobs (created & retained)
879

***Source: Independent client impact survey*



As a result of MANTEC's lean implementation, the company reduced its cycle times up to 23 percent, and increased demand by 18 percent by maintaining 39 percent less inventory. The biggest success may be that employees who were once skeptical now accept and practice lean thinking in the way they approach their job everyday. The Bollman Hat Company now focuses on lean practices as part of daily operations.

Cove Shoe Company Attains ISO 9001 Certification

Cove Shoe Company manufactures men's military, work, and casual safety boots and shoes. The company is a division of H. H. Shoe Co., Inc., of Greenwich, Connecticut. Cove Shoe Company, located in Martinsburg, Pennsylvania, has approximately 100,000 square-feet of manufacturing capability and 100,000 square-feet of warehouse, and employs 463 people. Cove Shoe wanted to secure ISO 9001 certification of its quality system to retain a large customer and open new product markets. Cove Shoe called the Industrial Manufacturing Center (IMC), a division of the Mid-Pennsylvania Manufacturing Extension Partnership, to help it prepare for certification.

IMC, working with Cove Shoe employees, thoroughly prepared the company for its ISO audit. IMC conducted a gap analysis to pinpoint any holes in the company's quality system, assisted in the documentation of Cove Shoe's quality manual and procedures, trained internal auditors, and conducted a pre-assessment as a final preparation for the third-party audit. IMC also helped Cove Shoe find a registrar to conduct the final registration audit. Cove Shoe achieved ISO certification in October 2001. By obtaining ISO certification, Cove Shoe retained its major customer to maintain \$2.1 million in annual sales, saved 16 jobs, and positioned itself to grow sales by penetrating new markets that require the ISO certification from their suppliers.